WJTSC
Master Issue Deck

As of: 9 May 07

NOTE: Issues closed at WJTSC 07-1 have been deleted and archived.

Collaboration Tools

Issue 04-002: Need to standardize collaboration tools (IWS vs DCTS). Collaboration required for T2 cannot be effectively executed with tools that are not interoperable.

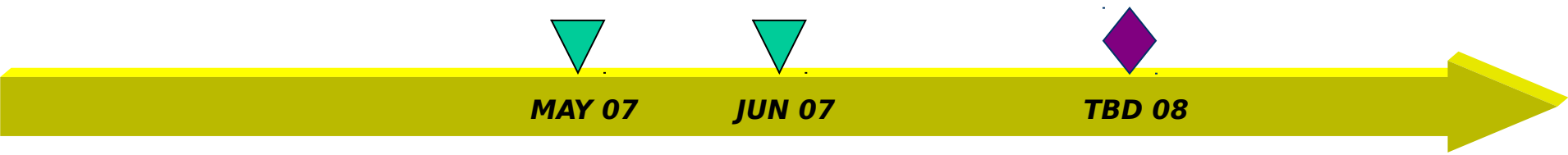
Discussion: JS using one collaboration tool and COCOMs using a different tool that are not interoperable.

Endstate: Interoperable collaboration tools.

POA&M: DISA's Net-Centric Enterprise Services (NCES) will provide DoD standard collaboration suite, including IM, chat, audio and video over IP web conferencing and other tools, as well as access for non-DoD partners. "Early User (EU)" unclassified pilot service (3,000 users) ongoing but no additional accounts available until Milestone Decision Authority approves additional capacity (100,000 users—1,000 concurrent). SIPRNET testing (6,000 DCTS users) through May 07. Contract award for 2nd vendor targeted for Jun 07. Until MDA authorizes expansion of NCES service, access is limited to current users.

OPR: JS J7 & OASD (NII)/DISA/OCIO

https://gesportal.dod.mil/sites/Collaboration/defau


MAY 07
JUN 07
TBD 08
SIPRNET EU Testing Ends; MDA decision To expand to 100,000 users
NCES Contract Award (target)
Full NCES Service Available

Testing & Experimentation (T&E) in Joint Training

Issue 04-003: Lack of common DoD-wide process for incorporation of T&E in joint training.

Discussion: DOT&E engages multiple combatant commands to search for venues. Short-notice insertions disruptive to exercise planning. OSD seeking to embed test activity in training to test with appropriate joint context. USJFCOM requires training environment to assess capabilities such as DJC2, SJFHQ. Joint context and resource limitations require test and prototyping activity in training. USJFCOM developed a manual for integrating T&E into USJFCOM sponsored and supported training.

Endstate: Common policy for incorporating T&E activity in training

POA&M: Form PAT to develop DoD-wide process based on USJFCOM Manual, USPACOM instruction, and other guidance. Develop requirements for supporting tools and submit through established requirements process.

OPR: JS J7 JETD; OCR: USJFCOM J7/9, OSD (DOT&E, AT&L, NII, P&R), JS J7 JETD, combatant commands, CSAs, Services

Technical interchange JETCD, JEXD, JTD, JFCOM J9

COCOM feeback Provided (JSAP 00377-06)

JETA process first integration with Exercise Synch process

PAT forms to develop DoD-wide process and JTIMS/portal requirement

PAT briefs process at WJTSC 07-2

JS J7 staffs CJCSI/M or DoDI/M via JSAP and formally submits JTIMS

Appropriate changes made to JTP&G and/or JTM. JTIMS modifications fielded.

DCCEP Process

Issue 04-004: Streamline the Developing Countries Combined Exercise Program (DCCEP) process.

Discussion: Combatant Commands submit two-year DCCEP plan through JS-J7 to OSD annually NLT 31 March via msg (forty to fifty pages). OSD approval historically received in Aug/Sep timeframe via msg. Out of Cycle (emerging, mission critical) requirements submitted through lengthy process and execution approval often not on time. Current process requires extensive man hours for Combatant Commands, Service Components and MILGPs. Additionally, it hinders commanders flexibility and ability to support critical, short fused, emerging requirements. DCCEP procedures codified in Title 10, US Code, Section 2010. DCCEP funds must be approved by SecDef in accordance with federal law. Request procedures are managed by OSD and are as streamlined as federal law allows.

Endstate: Electronic funding/staffing system to streamline process (Note: DCCEP was not moved into CE2 fund but should be considered).

POA&M: JS J7 JETD investigate electronic staffing; report back at WJTSC 07-2.

OPR: JSJ7 JETD; OCR: JFCOM J7

Joint Staff Officer Training

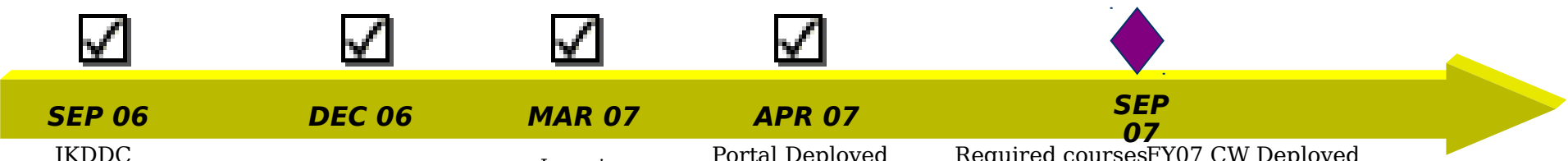
Issue 06-001: Combatant command / Component / JTF Staff Training. Need basic joint training, to include Integrated Operations, for personnel assigned to Joint staffs.

Discussion: Majority of permanent and individual augmentee personnel arrive unprepared to assume joint staff duties and there is no established process for maintaining currency of personnel. Solutions may include JPME I/II, Web Based Training (JTF 101), resource specific training AO course (indoc) and OJT.

Endstate: Establish Joint Individual Learning Continuum that meets individual joint training requirements prior to joint duty assignment and sustains preparation and competence throughout professional career through combination of education, training and self-development. Joint training programs systematically update learning objectives and courses to keep up with the rapidly changing joint environment.

POA&M: JKDDC JMO execute PEP for development, updating and distribution of web-based courseware. Combatant commands provide tailored joint staff instruction. JS J7 Joint Learning Continuum study identify current/emerging training requirements. Ensure deployment orders require appropriate courses.

OPR/OCR: JFCOM and JS J-7


SEP 06
JKDDC Program Execution Plan (PEP) Approved
DEC 06
JTF101 Updated and Posted on LMS
MAR 07
Learning Continuum Update at WJTSC 07-1
APR 07
Portal Deployed with Links to JPME Resources and 9 Interagency Courses; IAP course transitions to JKDDC
SEP 07
Required courses Updated; process In place to ensure currency
FY07 CW Deployed (including PACOM Staff Orientation Course)

Integrated Operations Training

Issue 06-002: Personnel assigned to combatant commands not formally trained to accomplish doctrinal interagency coordination tasks and continue to execute integrated operations in an ad hoc fashion.

Discussion: National strategic guidance requires USG personnel to plan, coordinate and implement integrated operations. There is a need to develop and implement an integrated DOD-wide interagency training program, to provide personnel integrated operations training to accomplish missions.

Endstate: An integrated DoD-wide interagency coordination training program supports combatant command integrated operations requirements and incorporates both content as well as throughput requirements and tracking for personnel. Deployment systems ensure personnel deployment/assignment orders contain assignment-appropriate pre-deployment training for integrated operations and provide adequate lead time to accomplish such training. OSD and JS provide combatant commands with trained senior leadership and staff officers prepared to accomplish interagency coordination.

POA&M: OSD/P&R develop a long-term integrated operations training strategy, building on its short-term PRT work. OSD/P&R ensures JKDDC courses available for stakeholder requirements. JS J7 operationalizes the Learning Continuum with JKDDC LMS support. JS J7 incorporates combatant command feedback to JSAP 00329-06 which focuses on Joint Individual Training and self-development and then recommends delivery methods, through JKDDC or other processes. In the interim, combatant commands include integrated operations-related objectives in their joint training plans IAW current Chairman High Interest Training Issues.

OPR: JS J7 and OSD (P&R) **OCR:** Combatant commands, JS J1, Services

OCT 06	JAN 07	MAR 07	APR 07	SEP 07
•Identify available and planned JKDDC courses •Identify additional	COCOMs provided feedback to JSAP 00329-06.	JKDDC update course development plans. LMS	JKDDC deploys interagency training via LMS	JS J7 update on JIT. COCOMs update on training plans

Integrated Operations Educat

Issue 06-003: Personnel assigned to combatant commands not formally educated to accomplish doctrinal interagency coordination tasks and continue to execute integrated operations in an ad hoc fashion.

Discussion: National strategic guidance requires USG personnel to plan, coordinate and implement integrated operations. There is a need to develop and implement an integrated DOD-wide interagency education program, to provide personnel integrated operations education to accomplish missions.

Endstate: An integrated DoD-wide interagency education program supports combatant command interagency coordination requirements and incorporates both content as well as throughput requirements and tracking for personnel. Deployment systems ensure personnel deployment/assignment orders contain assignment–appropriate pre-deployment education for integrated operations and provide adequate lead time to accomplish such education. JS provides combatant commands with educated senior leadership and staff officers who can accomplish interagency coordination. Integrated operations education is included in Service and Joint schooling.

POA&M: combatant commands provide JPME curriculum input via the JFEC/MECC process. The process informs JPME modifications in the next revision of OPMEP. Military Departments augment Service-specific PME on integrated operations. OSD/P&R and JS J1 develop personnel management processes that support enhanced throughput, assignment, tracking, and incentives to include development of the Joint Qualified Officer concept. OSD/P&R nominates "Integrated Operations" for consideration as a Chairman's Special Area of Emphasis.

OPR: OSD/P&R, JS J7, JS J1 **OCR:** Combatant commands, Services

NOV 06	DEC 06	JAN 07	APR 07	JUN 07	SEP 07
MECC	JSJ7 JSAP 00329-06 for inputs	Suspense for inputs	MECC Working Group	OPMEP Update NLT	CJCS Special Area of Emphasis introduction

TC AoA Alternative 5

Issue 06-004: Combatant commands lack support to adequately meet individuals / staffs and JTF and functional component HQ staff joint training requirements.

Discussion: Combatant commands identified requirement to source an organic training and exercise capability in order to conduct and manage combatant command specific training, identify combatant command individual/collective training requirements and track and manage individual/staff joint training and readiness.

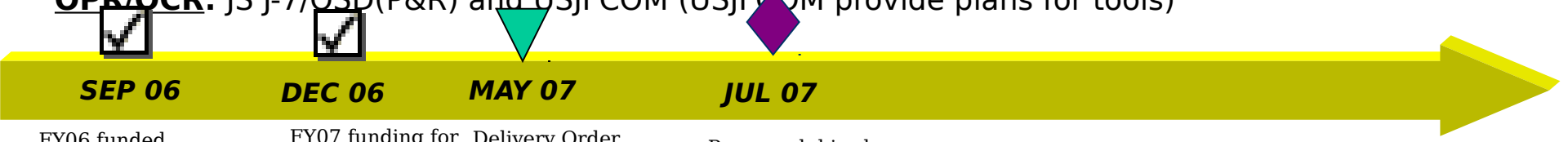
Joint Training Facilitator Specialist (JTFS) support provided via TC AoA Alt 5 to the combatant commands (one each). Combatant commands Council of Colonels (COC) unanimous to provide additional contracted support (goal of 3 individuals) to each combatant command, except JFCOM.

JKDDC products are not addressing the requirement. Centralized development of combatant command specific modules at JFCOM cannot adequately capture unique requirements. Long-identified need for a formal individual training program. JKDDC should address job-specific individual AO training as well as "joint education."

Endstate: Combatant commands fully resourced (personnel and tools) to support individual/staff training.

POA&M: JS J7 support combatant command requirements. Monitor through implementation.

OPR/OCR: JS J-7/OSD(P&R) and USJFCOM (USJFCOM provide plans for tools)


SEP 06
DEC 06
MAY 07
JUL 07
FY06 funded Add'l Positions (1 per COCOM)
FY07 funding for add'l Positions MIPR'd to JS J7
Delivery Order placed (ACMS Package pending Final approval) for add'l positions
Personnel hired and in place for add'l positions

Program Sustainment Fundin

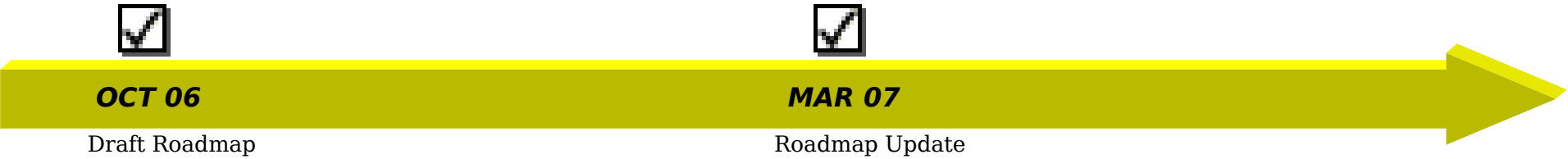
Issue 06-005: New programs are implemented without adequate sustainment funding.

Discussion: New capabilities, innovations, and technologies are emerging (Rel GBR/AUS, JNTC, JLLIS, DRRS). While these are welcome and useful, funding is only provided for initial development and fielding. Combatant commands must fund and man sustainment of new mandated technologies. This causes decreased funding available for other programs and decreased availability of manning to perform the tasks required for the technologies.

Endstate: Drive-by fieldings eliminated, all new programs fielded with fully funded sustainment throughout their life cycle.

POA&M: Development and implementation of a sustainment roadmap for support of current and new technologies throughout their life cycle. JS J-7 drafting Sustainment Roadmap for JTIMS, JLLIS, Specialist, and UJTL Automation programs to include software spiral development, systems engineering, configuration management, training, and other sustainment elements. OSD is developing DRRS roadmap. JFCOM has developed JNTC logistics plan. CE2 process will resolve JTIMS and JNTC sustainment issues. Combatant commands will provide program details on other programs requiring a sustainment roadmap. **RECOMMEND CLOSE**

OPR/OCR: JS J-7/OSD(P&R)



Incorporate JTA Info Into UJTL

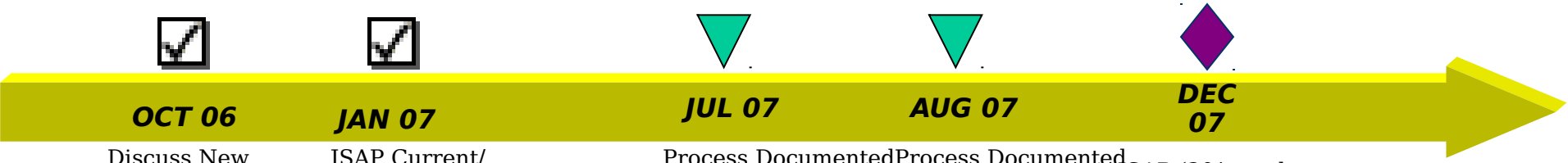
Issue 06-006: Joint Task Articles (JTA); deletion of "JTA" reference from draft Joint Training Policy and Guidance (JTP&G). Deletion from the JTP&G desynchronizes that document from the T2 IPLAN issued by OSD and causes confusion in the joint training community regarding the universal acceptance of JTAs in policy.

Discussion: Following direction removed from JTP&G: "Conduct Joint Task Article and Expanded Joint Task Article (JTA/EJTA) analysis" with the intent "to conduct qualitative analysis of the existing universal joint tasks to establish required conditions, critical elements, and measures with common sense "yes/no" criteria in order to conduct joint training…"

Endstate: UJTL incorporates appropriate language for execution.

POA&M: Staff current JTAs as proposed changes to UJTL; some tasks will now have more details than others (those without JTA-type data). Document changes in appropriate directives and guidance.

OPR/OCR: JS J-7/JFCOM


OCT 06
Discuss New Process at UWP During WJTSC 06-2
JAN 07
JSAP Current/ Proposed JTAs as UJTL Changes (30/month for 12 mos thru Dec 07)
JUL 07
Process Documented In JTP&G
AUG 07
Process Documented In CJSCI on UJTL
DEC 07
JSAP (30/month for 12 mos) complete

Joint Training Trends and Assessment

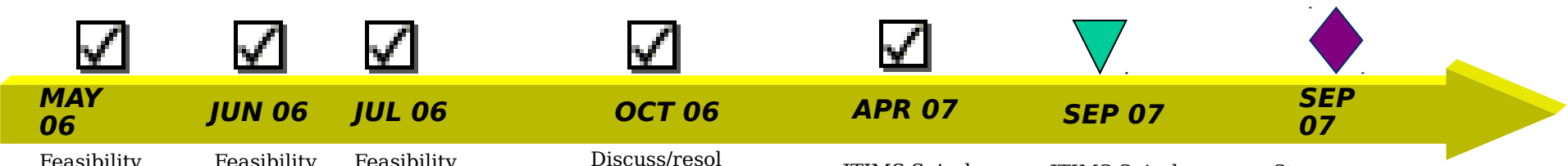
Issue 06-007: Consensus has not been achieved in the joint training community regarding how joint training trends and joint training assessment taskers will be achieved.

Discussion:. The JTP&G (CJCSI 3500.01C) states “USJFCOM is responsible for annually assessing the effectiveness of joint training, to include describing emerging training trends in the joint community; briefing training trends at the September WJTSC; and reporting results of the training assessment to the Chairman.” Combatant Commands/CSAs will annually provide USJFCOM with their joint training trends by 30 June for integration into USJFCOM’s annual training trends brief presented at the September WJTSC. At WJTSC 06-2, JS/J-7 agreed to take responsibility for briefing trends. Revised CJCSI 3500.01 will reflect new OPR.

Endstate: Joint training trends are identified and briefed annually.

POA&M: JS J7 brief trends at WJTSC. Modify JTIMS to support trends analysis.

OPR/OCR: JS J-7


MAY 06
Feasibility Studies on the Use of DRRS & JTIMS to Develop Training Trends Completed
JUN 06
Feasibility Studies and Recommendations Forwarded to JS J7 for approval
JUL 06
Feasibility Studies forwarded to DRRS & JTIM PM’s for action
OCT 06
Discuss/resolve way ahead at WJTSC 06-2
JTIMS Spiral 4 provides TPO/TPE archiving.
APR 07
JTIMS Spiral 5 provides TPA archiving. Update brief at WJTSC 07-1
SEP 07
JTIMS Spiral 6 Provides Trend Report generation; new process in revised
SEP 07
Strawman Trend briefing at WJTSC 07-2

Joint Training Requirements

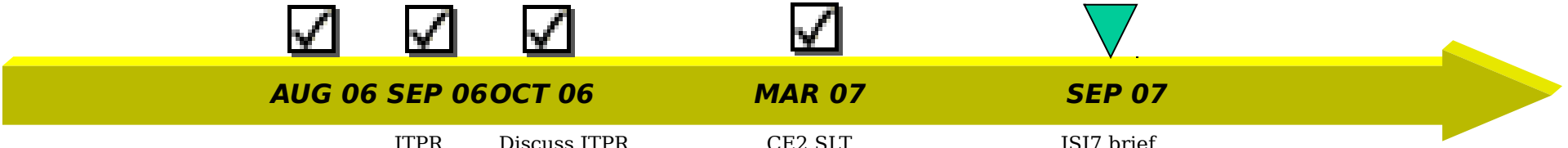
Issue 06-008: Joint Training Requirements Action Plan. Inefficient use of scarce resources. Excess overmatch.

Discussion: Multiple joint training requirements generation processes, TC AoA, JTRG, JQRR, JTRAT, combatant command IPLs, JNTC. Proposed action plan briefed to JT FCB Working Group 13 Mar 06. The JTFCB is the JS J-7 designated organization to validate Joint Training Requirements. The JT Functional Concept Red Team met Aug 06. The previously proposed JTRAP process is being integrated into the JTFCB/JTPR processes. The JTPR was approved by the DAWG in Sep 06.

Endstate: All joint training requirements are validated and prioritized through a single process.

POA&M: Work in conjunction with CE2 Business Rules. The CE2 SLT, JTFCB, and T2 forums (JIPT, SAG, ESG) will comprise the requirements determination/prioritization processes since requirements may be funded via two different streams (CE2 / T2). JS J-7 will work with USJFCOM to incorporate (elements of) JTRAAG process, as appropriate.

OPR/OCR: JS J-7 JETD/OSD(P&R) and USJFCOM



UJTL

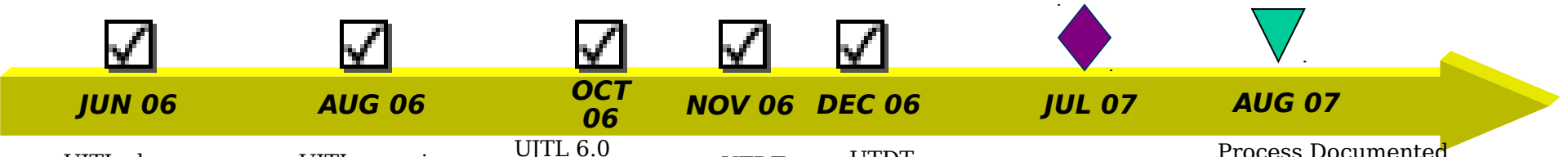
Issue 06-009: UJTL 5.0 requires task clean-up. UJTL 6.0 requires alignment with JCAs, Baseline Conditions and Standards, and an automated staffing tool. JCAs may require development of new UJTL Taxonomy. May also impact Service development and maintenance.

Discussion: Currently within UJTL 5.0: (a) 51 duplicate level of war (LOW) tasks; (b) 19 with Multiple Tasks; (c) 78 with Multiple Verbs; (d) 26 that are Service Tasks (don't meet requirements to be a joint task) Reducing number of duplicate UJTL Tasks significantly reduces workload of mapping. Task SME/SML/SMOs must be designated for electronic staffing to work.

Endstate: Change recommendation for UJTL clean-up submitted and implemented; UJTL 6.0 published with JCA taxonomy and lexicon integrated; and mapping methodology developed and implemented to map UJTL to JCAs.

POA&M: New process for staffing UJTL changes approved at WJTSC 06-2. Publish update to UJTL on JDEIS. Complete JCA mapping tool. Staff (JSAP) JCA mapping. Test and spiral development of UTDT. Update JTP&G and JTM to reflect new processes.

OPR/OCR: JS J-7 JETD


JUN 06
AUG 06
OCT 06
NOV 06
DEC 06
JUL 07
AUG 07
UJTL clean-up tasks submitted
UJTL mapping completed; UJTL 6.0 changes approved by DJS
UJTL 6.0 published; JCA mapping tool complete; UJTL mapping to JCAs staffed via JSAP
UTDT Staffing Tool Test
UTDT Staffing Tool Spiral 1 released
CJCSI/CJCSM updated to reflect new process(es)
Process Documented In CJSCI on UJTL

Joint Lessons Learned Information System (JLLIS)

Issue 06-010: Joint community lacks a single automated support system to discover, apply, and research joint lessons.

Discussion: DoD Lessons Learned Community lacks central repository; many DoD organizations without adequate input support tools.

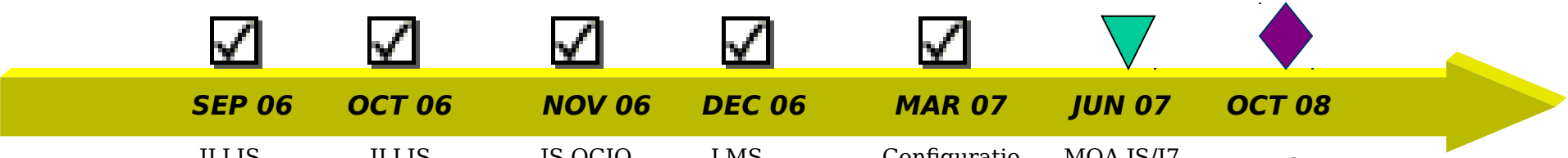
Methods to address gaps:

- Pilot program (Proof of Principle) within USJFCOM's JCOA accomplished
- Research existing DoD input support tools
  - USMC MCCLL selected best of breed, LMS system developed into JLLIS
  - JLLIS fielded SEP 06
- Spiral development update of the Implementation Plan scheduled for March 07.

Endstate: Enterprise, web based, GIG compliant JLLIS with input and management tool, with Central Repository provided to the customer base.

POA&M: Field initial JLLIS capability using MCCLL LMS architecture for COCOMs and requesting CSAs and Services. Deliver GIG-compliant, service-oriented architecture JLLIS. Begin spiral development.

OPR/OCR: JS J-7 JETD, MCCLL, JCOA



Insufficient ADL Resources

Issue 06-013: Combatant command staffs not fully trained to joint mission requirements. Immediate assistance needed in obtaining web-based resources to meet joint mission training requirements

Discussion: E-learning content produced by JKDDC is conventional web-based instructional course-ware. Service knowledge portals produce content labeled as 'knowledge objects,' but content is not yet systematically packaged for reuse. Some combatant commands have largely unfunded ADL programs.

Endstate: A timely, collaborative process that ensures JKDDC courseware development supports combatant command joint mission training requirements IAW established DOD quality standards (i.e. SCORM compliant). All JKDDC content will be registered in the ADL-R for searchability and reusability.

POA&M: Recommend joint training shortfalls be identified as urgent readiness need. T2 funds for JKDDC be increased by $10M per year to address combatant command joint knowledge development and distribution needs through requirements-based approach. Move to more rapid techniques involving real world mission planning, analysis and rehearsal. Focus on rapid development of a common set of joint tools, standards and specifications to provide immediate support to joint war fighter needs.

STATUS: JKDDC Stakeholders/PAT process determined 50 FY07 requirements for development and cleared the "backlog" of FY03-06 requirements.

OPR/OCR: JFCOM/JS J-7

SEP 06
OCT 06
JAN 07
APR 07
SEP 07
JKDDC Program Execution Plan (PEP) Approved
FY07 DL CW Requirements Identified & Approved
Backlog and FY07 CW in Development
JKDDC LMS/Portal Online [102 courses]
150+ Courses Available via JKDDC site

Inadequate Resourcing for JFHQ Readiness

Issue 06-017: USEUCOM not resourced to sustain JFHQ Readiness post certification.

Discussion: USEUCOM JTP continues to 'ride on the back' of service component incremental funding with attendant constraints. SJFHQ certification and sustainment training is totally dependant on piggy-back arrangements with service component certification events. As a result, USEUCOM JTP for readiness has collapsed to two, JWFC supported events per year. Service component incremental funding decreasing as a follow-on to force transformation. Forces readiness risk management (certification – sustainment training) requirements are increasing. USEUCOM has no resource stream to execute an adequate joint forces readiness training program as part of the overall command readiness risk management program. USEUCOM certified C6F as JTF capable HQ and has two year projection for certifying two other designated JTF capable HQ, but has no program element (PE) to sustain performance levels attained during certification process.

Endstate: Funding stream adequate to conduct certification and sustainment training.

POA&M: Establish CONOPS for SJFHQ training and USJFCOM-led JC2/JTF-HQ Training and Certification process. Reevaluate funding after CE2 FY08 funds allocated.

OPR/OCR: ☑ / USJFCOM ☑

JAN 07	MAR 07	OCT 07
DJS sent JTF CONOPS Comments to	CONOPS CRC Conf	Re-evaluate after FY08 CE2 Funding Allocated

Proliferation of Management Venues

Issue 06-018 : USEUCOM not staffed to effectively participate in Joint Training Program transformation IAW T2 management construct.

Discussion: The number of venues (working groups, process action teams, etc.) affecting T2 management continue to proliferate (TIM2, JNTC, JKDDC, etc). USEUCOM staff size remains constant. Many meetings held on short notice in U.S. without consideration for use of collaborative technology. This effectively precludes USEUCOM staff participation. OSD accepts risk that issues directly affecting combatant command joint forces readiness training program are inadequately resourced or addressed.

Endstate: Management venues consolidated and streamlined.

POA&M: Streamline T2 management; increase use of collaborative technology to enable combatant command participation. Combine working group, process action team, integrated product team meetings using collaborative technology to maximize action officer time. Increase manning (funding) to assign combatant command SMEs against specific T2 tasks without over-tasking staffs. Stakeholders recommend efficiencies and JS J7 consolidate schedule requirements and propose efficiencies.

OPR/OCR ☑ J7 JETD **RECO☑IEND CL SE**

Exercise and Joint Training Synchronization

Issue 06-020: USG exercise programs not adequately synchronized to effectively, efficiently and realistically exercise National Crisis Response readiness.

Discussion: DOD forces conduct exercises with civil authorities in the NORTHCOM AOR without the knowledge of NORTHCOM. Scope of national exercises is limited by resources. Incorrect procedures can be reinforced, leading to actual responses without proper authorization, appropriate DOD funding and NRP consistency. Lack of synchronization contributes to lack of stability and predictability. Scheduling and exercise design issues still pose challenges to an effective NEP. Benefit to the synchronization of exercises "downward" between the services, their major commands and combatant commands. Effective exercise planning requires a reliable 2-5 year schedule for resources. All USG departments and agencies do not have adequate visibility over all pertinent exercises conducted in their AOR

Endstate:

- HSC/NSC designate certain exercises as NLEs, approve goals and objectives and provide top level guidance
- Use WJTSC and NEXS conferences to coordinate 5 year schedule and establish coordinated schedule for NLE with 5 year plan and solid dates 2 years out using a building block approach with exercise scopes tailored to priority objectives
- Development of a standard JELC for NLE events to ensure greater synchronization in the planning process

POA&M:

- Distribute approved NSC/HSC NEP guidance
- Coordinate the Implementation Guidance and review major national exercises at each WJTSC
- Codify doctrine for linking exercises

OPR/OCR: JS J7 JETD

Immersive Learning Environment System (ILES)

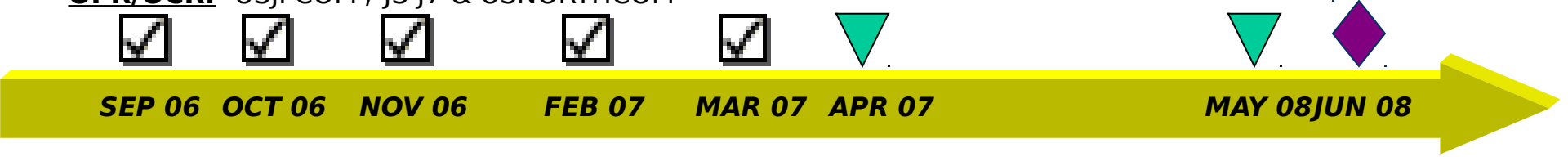
Issue 06-021: Requirement for Large Scale Use of Online and On Demand Individual and Group Training, Mission Planning and Rehearsal Capabilities.

Discussion: ILES deployed only to NORAD-NORTHCOM (N-NC), creating gap in exercise capabilities with DoD, Interagency and Multinational partners. Successful tests / evaluations have been conducted and ILES can significantly shorten the JELC by providing distributed software tools. System evolution facilitates rapid experimentation, mission planning / rehearsal / COA analysis. Need a training objective-based exercise framework for the complete training life cycle from initial establishment of training objectives to final After Action Reviews, while capturing Lessons Learned throughout the process. Lack of common tool limits opportunities to train with partners. Exercise participants are not fully prepared prior to exercises and there exists a large variation in baseline knowledge and skills at exercise start.

Endstate: ILES federated architecture providing dynamically scalable, distributed, collaborative exercise environment across the joint, interagency, and multinational communities to provide on-demand individual and group training.

POA&M: Collaborative technical evaluation of potential solutions by stakeholders. Deploy web-based prototype.

OPR/OCR: USJFCOM / JS J7 & USNORTHCOM



Training and Readiness Database Integration

Issue 06-022: Automated support tools need management and oversight to ensure they are complementary and collectively meet DoD requirements.

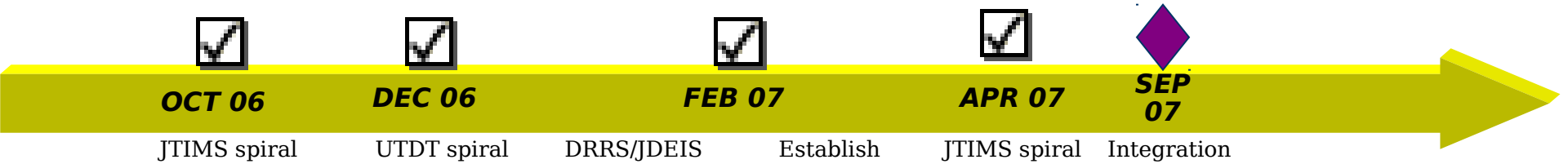
Discussion:

- JLLIS in development and expected to be implemented in mid-07 is not part of DRRS or JTIMS integration. JLLIS must link to specific J/AMETs and provide a more holistic view of readiness, training, and lessons learned.
- OSD and JS J7 conducting weekly Technical IPTs to ensure fluid data integration and development coordination between DRRS, JTIMS and JDEIS: Web Services (METL, UJTL, Assessment Data); DRRS - JTIMS Assessment Format and Integration; JDEIS as authoritative source for combatant command / CSA J/AMETL and long term goal to include Service and other Organization Tasks; and UJTL Task Development Tool (UTDT) - Candidate and Modified Tasks
- JS J7 is developing an effective approach to include automated procedures for UJTL updates. Policy needed on information and intelligence data sharing across military and civilian organizations (TIM2 community).

Endstate: Independently developed automated support tools have coordinated management and oversight to ensure these tools will collectively meet T2 objectives and training / readiness requirements. Tools will be designed to support releasability to coalition partners. Technical IPTs implemented; combatant commands and Defense Integration Office prioritize modifications and improvements. Integration Plan published.

POA&M: Monitor integration.

OPR/OCR: JS J7 JETD/OSD(R)



LMS Employment

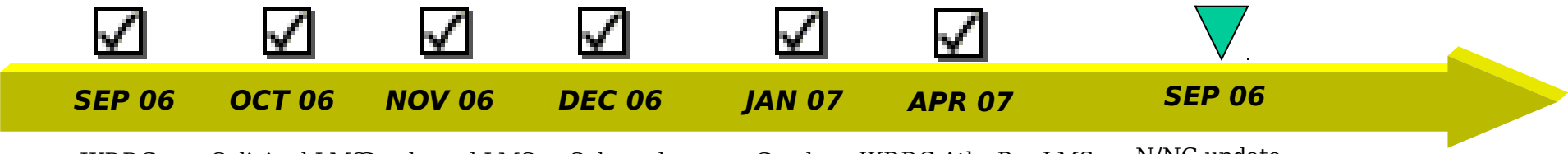
Issue 06-023: Use of multiple Learning Management Systems (LMS) inhibit the ability to integrate training and personnel records and adds unnecessary complexity to integration with JTS and DRRS.

Discussion: No joint standard(s) exists for the identification of requirements dealing with data needed for a consistent, interoperable tracking of learner profiles, competencies or training records. Multiple LMS are being used across the Joint Community. Each LMS has different requirements dealing with learner profiles, competency tracking and training record management. Implementation must consider combatant command inputs to LMS data base and functions; percentage of combatant command -specific learning modules to be hosted on LMS; combatant command' permissions to manipulate LMS; and JKDDC responsiveness to change inputs

Endstate: Universal Joint LMS in use; potential savings in terms of course development; standardization across combatant commands

POA&M: Employ JKDDC LMS for combatant commands; maximizing JKDDC assets to enhance combatant command staff training. Fund a multi-combatant command LMS. Develop standards to address ontology, taxonomy, metadata, personnel tracking, security methods, interoperable learner profiles, and competency and training records for Joint community.

OPR/OCR: USJFCOM


SEP 06
OCT 06
NOV 06
DEC 06
JAN 07
APR 07
SEP 06
JKDDC Program Execution Plan (PEP) Approved
Solicited LMS functional capabilities from
Conducted LMS Comparison
Selected AtlasPro LMS; Installed on Development
Conduct Functional Testing of LMS
JKDDC AtlasPro LMS (GOTS Product) Deployed on Production Server
N/NC update on plans to transition to JKO LMS (or

Linkage of Functional (USSTRATCOM) and Geographic COCOM exercises

Issue 06-024: Linkage of USSTRATCOM exercises with geographic combatant command exercises

Discussion: The global scope and supporting nature of USSTRATCOM missions requires USSTRATCOM activity in regional AORs. Coordinating exercises with GCCs is problematic. GCCs hesitant to allow certain USSTRATCOM missions / hesitant to allow equal status of USSTRATCOM exercise objectives. Benefits:

- Supported / supporting roles IAW Plans / UCP.
- Staffs build relationships, conduct realistic rehearsal with actual counterparts.

Endstate: More linkage between combatant command exercises. GCCs recognize value of USSTRATCOM exercising all its missions during in linked exercises.

POA&M:

– Use WJTSC, deconfliction and combatant command annual exercise conferences to link multiple exercises, taking full advantage of NEP to link exercises / integrate mission areas to ensure regional / mission area coverage

–Support the development of a standard exercise hierarchy and consistent JELC

OPR/OCR: JS J7 JETD / USSTRATCOM

JAN 07
FEB 07
MAR 07
JUN 07
SEP 07
NEP Charter Finalized
NEP Implementing Guidance Finalized
WJTSC Review of STRATCOM Exercises for opportunities Tentative agreement on
NEXS Conf and 5-year schedule to DC
WJTSC Review of STRATCOM Exercises for opportunities

Joint Event Life Cycle

Issue 06-025: Current JELC is resource intensive (e.g. people, travel $, time).

Discussion:

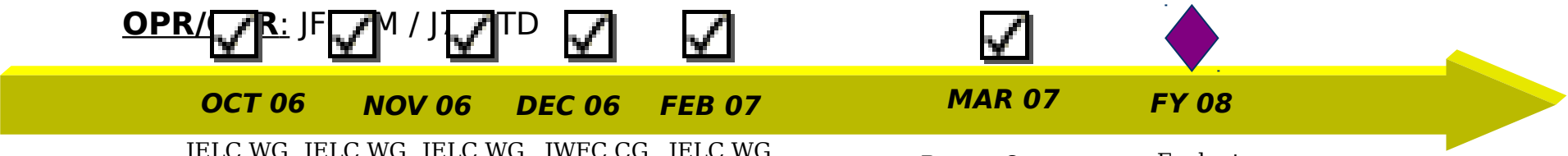
- JELC provides framework for design, planning, preparation, execution, analysis of JEP
- Notionally 12-18 months but has inherent flexibility; 6-9 months JELCs not uncommon
- JELC conferences typically held at supported command's location
- Collaborative communication technologies have improved in both capability and reliability
- Combination of collaborative information environment and face-to-face conferences may reduce resource intensity while maintaining effective product oriented JELC process

Endstate: Efficient, effective and flexible JELC.

POA&M: Working Group explored efficiencies to current JELC through combination of CIE conferences; identified potential modifications to current JELC products and process in JTM

- Evaluate use of collaborative tools in selected FY08 exercises

OPR/CR: JF[illegible]M / J[illegible]TD


OCT 06
NOV 06
DEC 06
FEB 07
MAR 07
FY 08
JELC WG Telecon Meeting
JELC WG Telecon Meeting
JELC WG Telecon Meeting
JWFC CG Email to COCOM J3/7
JELC WG Telecon Meeting
Report Out to WJTSC; identify FY08 COCOM exercises to evaluate collab
Evaluate JELC/collab tools in select COCOM exercises

CTP Management

Issue 06-027: Timely quarterly allocation of CTP funds not being made by the Joint Staff.

Discussion:

- Units forced to use their own funds and then go through reimbursement process. Army has not programmed for CTP.
- It often takes 2-3 months to get bills from the travel office to start the reimbursement process.
- Meantime, the Joint Staff Comptroller is requesting funds be returned for not being obligated in a timely manner.
- MIPR restricting use of CTP funds to a specific exercise, limits flexibility.

Endstate: Comply with established policy and issue CTP funds to the Services on a quarterly basis. Units can then obligate CTP funds when initially purchasing the tickets.

POA&M: JS J7 continue to work reconciliation process

OPR/OCR: JS J7 JETD

DoD, DHS, and ODNI Interface

Issue 06-29: Evolving relationship among DoD, DHS and ODNI requires definition of formal interfaces for coordinating exercises

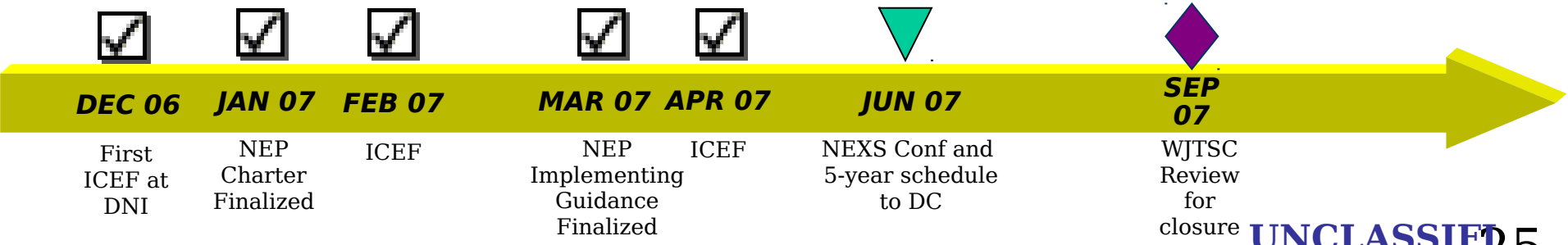
Discussion: The formal process for coordination among DoD, DHS, and ODNI for joint exercises is a new concept, and is in the process of being defined

Endstate: Improved coordination among DoD, DHS and ODNI for support to NEP

POA&M:

- Provides one Point of Contact for IC support to NEP requirements
- Enables IC to orchestrate NIS Mission and Enterprise Objectives in support of exercises
- ODNI IC Exercise Coordinator created an Intelligence Community Exercise Forum
  - Bimonthly meetings/working groups to address specific issues (ex. UA)
- DoD membership includes Services, CSAs and USD(I) to represent COCOMs

OPR/OCR: JS J-7 JETD / OSD/HD, OSD(I), ODNI



Integrated Operations UJTL Tasks

Issue 06-031: Current UJTL does not adequately capture and link required integrated operations tasks.

Discussion: The UJTL has incorporated new tasks under an established taxonomy around a war fighting construct which does not fully reflect current integrated operations or policy. Integrated preparation and response is poorly captured, measured by inappropriate metrics, misses some required tasks, and leads to training disconnects. It might be time for a new Integrated Operations section which would include some new tasks, some tasks shifted from other sections, and considerable linking across sections.

Endstate: A UJTL construct which focuses adequate attention on integrated actions across all levels of operations .

POA&M: Identify required DoD specific capabilities and mission essential tasks that support integrated operations in UJTL. Recommend appropriate changes IAW established process. Determine feasibility/appropriateness of linking combatant command JMETLs to federal dept/agency mission areas, objectives, and functions (as was accomplished for USNORTHCOM and DHS).

OPR/OCR: JS J7 JETD / JFCOM & OSD (P)

TIM2 WG at WJTSC 07-1. Identify requirements, challenges/issues, and potential solutions

Submit Tasks through UJTL Process

UJTL Integrated Ops task activities and revised UJTL development process to be briefed at TIM2 ESG.

Tasks incorporated Into UJTL

High Interest Training Requirements

Issue 06-032: USJFCOM JTP High Interest Training Requirements may not accurately reflect regional combatant command's true needs for the training of USJFCOM forces.

Discussion: Reliance on combatant command JMETLs does not provide the level of fidelity needed to accurately convey training requirements to USJFCOM subordinate forces (e.g. what aspect of the task do we want to focus on during time constrained training events). Combatant command JMETLs focus on ST/SN levels of war; USJFCOM training focuses on OP/TA levels of war.

Endstate:

- Top Down Process- combatant command input to USJFCOM JTP
- Focus on specific, critical, joint training gaps and seams for assigned forces
- Prioritized by combatant command's and approved by Joint Staff
- Agreement on the format for submission of high interest training requirements to USJFCOM.
- Agreement on the level of fidelity / composition of high interest training requirements.

POA&M: Joint Staff documents submission requirements in JTM rewrite. USJFCOM consolidates and incorporates into JTP.

OPR/OCR: JFCOM/IS ☑ ☑ IETD ☑ **RECOMMEND CLOSE**

OCT 06	JAN 07	MAR 07	MAY 07	JUL 07	SEP 07
JFCOM provides request to JS	COCOM Planner-level inputs to JFCOM	COCOMs/JFCOM discuss requirements at WJTSC 07-1	JFCOM publishes requirements in their JTP.	Process clarified in revised JTM.	Review/finalize process At WJTSC 07-2.

Integration of Interagency Partners

Issue 07-001: Inadequate integrated operations partner representation and environmental emulation degrades the quality of integrated operations training and experimentation.

Discussion: DoD recognizes the value of role players, senior mentors, and/or simulation cells to provide authoritative and realistic interagency input and support to DoD training and experimentation events. Other agencies often cannot afford the level of seniority/experience and commitment that DoD desires for event design, execution, and assessment.

Endstate: A combination of: 1. Improved "active duty" interagency integration into the "training audience," based on common objectives, results in mutual benefit and better prepares all participants for integrated operations. 2. Improved role playing / white cell training support simulates interagency participation in DoD-centric training events. 3. Improved modeling and simulation assists scenario development and enhances event implementation by capturing all agency 'players' equities.

POA&M: To enhance training and experimentation: 1. OSD/P&R develops a strategy and process for resourcing, prioritizing, requesting, and scheduling interagency integration into training and experimentation at the front end of the planning cycle. 2. OSD/HD benchmarks the DHS NEP Simulation Cell to develop a similar capability for other DoD mission requirements. 3. OSD/P&R and JS J7 explore, starting with State/PM, innovative opportunities to tap senior mentor and role player resources, including former civilian agency personnel and other experts. 4. USJFCOM J7 and J9 continue to develop environment modeling and simulation to support key aspects of integrated operations (Political, Military, Economic, Social, Infrastructure, Information, Legal).

OPR: OSD/P&R, OSD/HD, JS J-7, and USJFCOM. **OCR:** Combatant Commands

MAR 07
MAY 07
SEP 07
MAR 08
WJTSC 07-1 TIM2 WG
SLRT Memo signed by Tri-Chairs
OSD P&R / JS J7 brief strategy at WJTSC 07-2.
Implementation and interagency partner integration process briefed

Training and Exercising Combatant Command Pandemic Influenza (PI) Plan

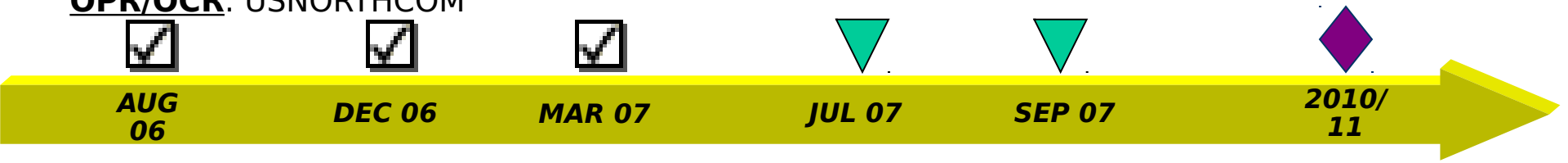
Issue 07-002: No synchronization of effort among combatant command's in developing PI training and exercises

Discussion: Combatant command's have assigned varying priorities to train and exercise AOR-specific PI plans with a sliding scale of readiness to handle PI, leading to duplication of effort, not leveraging PI expertise from more mature combatant commands

Endstate: Synchronized PI training and exercise plans.

POA&M:
- Cross-combatant command exercise after plans developed to work plans / seams
- Create centralized schedule of combatant command's PI events – opportunity to glean from others
- Develop centralized Lessons Learned database (similar to GWOT- JFCOM)
- Share combatant command's PI experience – observers to other combatant command's planning conferences and exercise executions
- Combatant command's, Services, and CSAs review METLs with respect to PI Global Sync Plan

OPR/OCR: USNORTHCOM



AUG 06	DEC 06	MAR 07	JUL 07	SEP 07	2010/ 11
NORTHCOM supported command for DoD Global Synchronization	Began Development of Global Synchronization PI CONPLAN	Brief Issue at WJTSC 07-1	Global Sync PI CONPLAN Published with exercise guidance	WJTSC 07-2 Review Global Synchronization Exercise Plan	Major IA-DOD Exercise

Use of JTIMS for Task Proficiency Observations (TPOs)

Issue 07-003: JWFC DTT Observer/Controllers not using JTIMS to record TPOs

Discussion: JWFC stated at WJTSC 06-2 that the JWFC DTT Observer / Controllers would enter TPOs into JTIMS as part of event support. This did not happen for the JTF during TERMINAL FURY 07 (DEC 06). If qualified observers do not enter TPOs into JTIMS, the Training Proficiency Evaluations that feed readiness assessment will be diminished in value.

Endstate: TPEs informed by TPOs captured and entered by O/C's in JTIMS.

POA&M: Incorporate capabilities in JTIMS (Spirals 5 and 6). JWFC work with USPACOM to develop test-bed using JTIMS-Lite at upcoming exercise Talisman Saber.

OPR/OCR: JFCOM / JS J7 JETD

GCC Participation in TOPOFF

Issue 07-004: USPACOM has received little to no guidance for GCC participation in TOPOFF 4 (OCT 07).

Discussion: The significance of this event and level of senior leader involvement requires specific guidance now to ensure successful execution.

Endstate: Published guidance for TOPOFF requirements.

POA&M: Joint Staff or OSD publish an initiating directive that lays out DoD / GCC requirements for this exercise.

OPR/OCR: JS J-7 JETD **RECOMMEND CLOSE**

DEC 06	FEB 07	MAR 07
Exercise linkage established	TOPOFF participants defined	TOPOFF participant message released

JEP STRATLIFT Budget

Issue 07-005: USPACOM JEP STRATLIFT Budget is grossly underfunded.

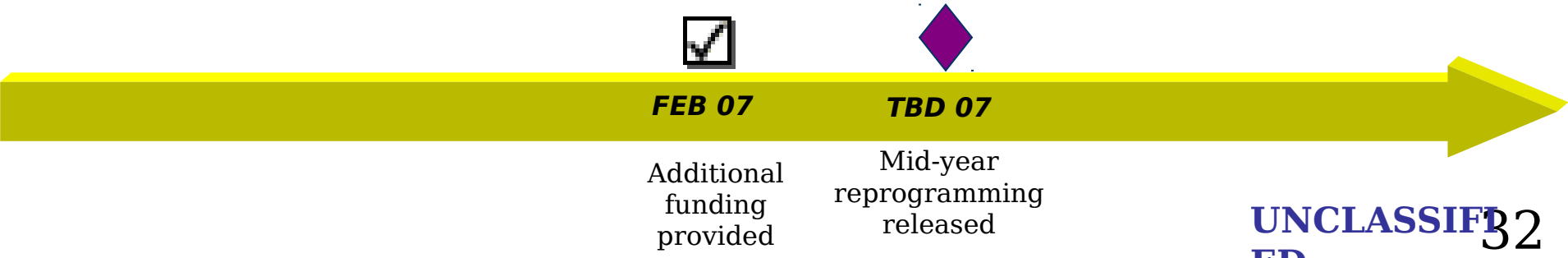
Discussion:

- Amount of FY 07 allocation versus requirements.
- Process for providing FY 07 allocation not timely.
- Inability to properly plan JEP events

Endstate: USPACOM STRATLIFT requirements funded

POA&M: Message with combatant command funding targets based upon additional $31M for FY07 JEP provides USPACOM STRATLIFT requirement. Supplemental request submitted.

OPR/OCR: J7 JETD



Force Request for OSD & Allied Participation

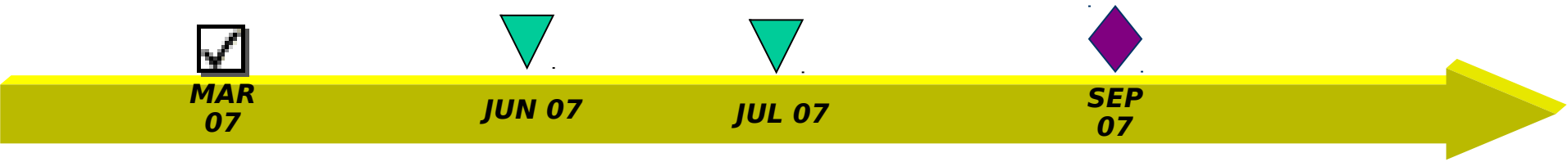
Issue 07-006: Combatant commands need an established process to include JS, OSD, Interagency and Allied participation in their joint program events. (Interagency participation is addressed in Issue 07-001.)

Discussion: It is essential to successful combatant command training and exercise programs to include JS, OSD, Interagency and Allied interactions. The current "system of record" for requesting forces, resources and capability support to training and exercise events is JTIMS. As Allied resources are outside DoD, there needs to be an established procedure by which functional combatant commands can identify the level of support requested and submit that request to the entity that can evaluate and action that request. As OSD is the DoD avenue through DoS, to foreign countries, JS/J7 would appear to be the agent to receive, collate, forward, track and notify requestor on these requests.

Endstate: Codified methodology by which combatant commands can request OSD and Allied participation in training and exercise program events.

POA&M: JS/J7 develop process to validate and source requirements.

OPR/OCR: OPR: JS J7 & OSD(P&R). OCR: USJFCOM (CDR ACT), USSTRATCOM



Issue discussed at WJTSC 07-1

JS develops Process to validate and source reqmts

Proposal sent by JS/J7 to COCOMs for staffing

Final approval by COCOMs at WJTSC 07-2

Exercise Characterization

Issue 07-007: Inconsistent characterization of exercises as “ISO GWOT” across combatant commands.

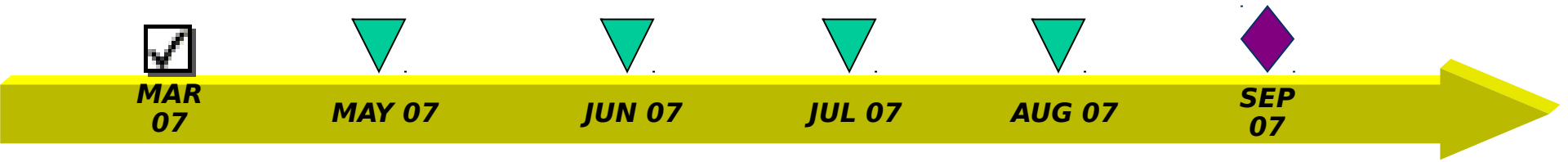
Discussion: SecDef promulgated guidance on prioritization for exercises, and directed COCOMs to categorize their exercises. Although combatant command exercises are described in theater programs as SDTE, NEO, Bilateral Training, etc., most of them are categorized as “ISO GWOT.” JEP needs standardized criteria for categorization so that exercises can be characterized correctly within the priorities as laid out by the SecDef, and scarce resources can be correctly allocated by comparing consistent prioritization. Exercises should not compete for limited resources in an unequal manner.

Endstate: Standardized guidance exercises characterization: “ISO GWOT,” “ISO OIF/OEF,” “ISO HLS/D,” etc.

POA&M:

- JS, OSD determine SecDef’s priorities for exercises
- Combatant commands provide inputs on elements of an exercise that would characterize it as belonging to which category
- Proposed categorization guidance staffed, approved and disseminated in revised CJCSI 3511.01.

OPR/OCR: OPR: JS/J7; OCR: Combatant commands



MAR 07	MAY 07	JUN 07	JUL 07	AUG 07	SEP 07
Issue ID’d, accepted into program	JS/J7 forwards new SecDef’s exercise categories/priorities to COCOMs	COCOMs send draft categorization criteria to JS for compilation/staff	JS/J7 staffs draft direction on category characterizat	COCOMs return staffing input to JS for resolution	Final approval by COCOMs at fall WJTSC

Process for Linking Exercises

Issue 07-010: Exercise Planning policy is inconsistent

Discussion: DHS HSEEP and DOD policy for designing, planning and executing exercises is different.

Endstate: Consistent and complementary exercise planning timelines and processes across the federal departments and agencies in accordance with the NEP IP and subordinate instructions.

POA&M: Develop instruction describing the process for linking exercises

- Research best practices
- Discuss/coordinate best practices at WJTSC 07-2
- Develop CJCSI or DoDI for linked exercises process (or incorporate into existing instruction)

OPRs: JS J-7, JFCOM

Terminology Clarification

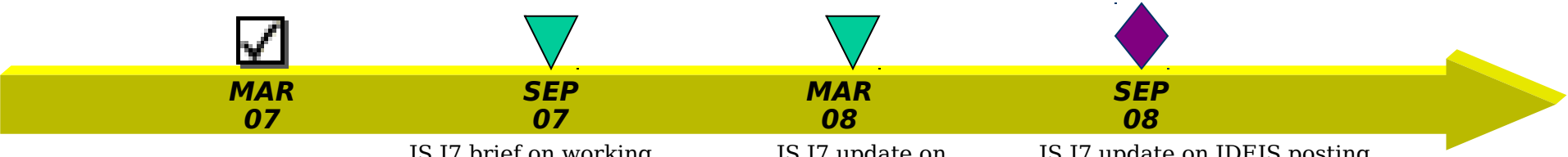
Issue 07-011 : Failure to acknowledge and understand terminology differences between DoD and DHS adversely impacts integrated operations.

Discussion: AARs from operations and exercises involving DoD, other Federal (notably DHS), State, and local partners, regularly reference misunderstandings, confusion, and disjointed efforts caused by difficulties in bridging the differences in terms embedded in respective cultures and doctrine. Communication, collaboration, cooperation, and coordination are essential to effective and efficient integrated operations.

Endstate: A document comparing and contrasting existing DoD and DHS terminology contributes to increased transparency and understanding in planning, training and execution of integrated operations.

POA&M: 1. JS J7 develop a working group with DHS to draft a comparison document (lexicon) of key terms related to integrated operations. 2. Working group members vet the draft through their respective channels. 3. WG reviews for submission as an addendum to the National Response Plan's *Training and Exercise Strategy.* 4. The document is distributed by JEDD (for DoD) via electronic means (JDEIS) for use by planners and operators. 5. JS J7 assess expanding effort to entire USG.

OPR: JS J-7 **OCR**: OSD/HD, DHS


MAR 07
SEP 07
MAR 08
SEP 08
TIM2 IG WG
JS J7 brief on working group formation and process
JS J7 update on term selection and submission to NRP
JS J7 update on JDEIS posting and use; evaluate for broadening of effort

Information Operations Functional Training

Issue 07-012: Joint IO functional training should be a part of Training Transformation (T2).

Discussion: The T2 Strategic Plan and SPG established IO as a decrease risk critical training area. IO WG concluded that we need to establish a Joint Functional Training PAT that contains both expert organizations and users to develop a comprehensive IO training plan. Failure to address joint IO functional training will continue to prevent IO from becoming a core military competency.

POA&M:

- Charter a Joint IO training PAT (one year duration), co-chaired by USJFCOM and USSTRATCOM. OSD (P&R) & JS J7 will oversee this process under CE2T2 rules.
- Review combatant command OPLAN Requirements and training objectives; then update JMETs as applied to Programs and Exercises.
- Review and update the UJTL for the 5 core components of IO; develop the Enhanced UJT's as required and submit to JS J7.
- Map tasks to appropriate training programs– form the basis for JNTC accreditation. Update Accreditation plan to include IO tasks.
- Ensure effort supports the JTF HQ training and certification process.
- Develop a DoD/National level training capability plan that links IO tools, simulations, assessment and support organizations to combatant command and Service training requirements.
- Inform leader training curricula developers (Capstone, Keystone, Pinnacle) of emerging IO capabilities

OPR/OCR: JFCOM T2 Director (CAPT Dave Frost)

BACKUPS

Issue Management Guidance (How to Display POA&M)

Issue 07-xxx: Identifies year generated and number of issue (Does not change). Describes joint training capability / requirement that is adversely affected and requires resolution.

Discussion: Describes the issue / problem in sufficient detail to develop potential solutions (Does not change)

Endstate: The desired solution to sustain / increase joint training capability / readiness (May change based on development of POA&M)

POA&M: Description of the possible steps to solve an issue / problem. POA&M will be visually displayed on a timeline at the bottom of the slide using the following symbology (To be refined and developed by OPR / OC

OPR/OCR: Identified office responsible to coordinate and implement a solution (Does not change)

EXAMPLE: